

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017 / 2018

BHR3614 – HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

05th JUNE 2018
9.00am – 12.00pm
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **THREE (3)** pages with **FIVE (5)** questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the answer booklet provided.



QUESTION 1

A recent study by Robert Walters Salary survey has found that hiring of human resources roles remained steady throughout 2017; with a slight spike in the first half of the year due to standard bonus cycles. In fact, activity was focused predominantly on replacement roles across all seniority levels. The report stated: "Organisations optimising their costs in 2018 will look at their internal pool of employees before filling positions with external candidates."

Meanwhile, the study revealed that new companies and start-ups entering the market – particularly in the areas of e-commerce and fintech – will require HR professionals with general skills who can cover the full spectrum of recruitment, payroll, administration and operations functions.

"HR professionals with experience in organisational development and cultural transformation will be sought after in 2018 as companies undergoing cultural and structural change will require candidates with skills in change management strategies and proven track records in mergers and cultural harmonisation," said the study. As larger organisations establish more centres of excellence, candidates with specific skill sets in rewards and performance management, talent management, industrial and employee relations and talent acquisition will be in demand.

Other skills that will be sought after in HR include regional experience, multilingualism and strong stakeholder management. Employers will also be looking for candidates experienced in compensation and benefits and employer branding to attract and retain key talent. We expect a slight shift in hiring expectations, as several organisations have started to hire non-HR professionals with backgrounds in actuarial science or mathematics to fill gaps in human capital analytics. Professionals who can apply data mining and business analytics to human resources data will be increasingly sought after, but limited in the job market.

The release said: "To attract the right talent, hiring managers will need to be mindful of the scarcity of niche skills and be flexible in their remuneration offers. Salary limits may need to be stretched to attract top talent, as counter-offers by other prospective and current employers will be common."

Adapted from: <http://www.humanresourcesonline.net/hr-hiring-trends-in-malaysia-for-2018/> [Article dated on: 28th November 2017]

Continued...

- (a). Based on the article above, discuss **FIVE (5)** skill sets that organisations are looking in hiring potential HR candidates.
(10 marks)
- (b). Discuss **FIVE (5)** trends that may have affect human resource management in the future.
(10 marks)
- (c). Before a HR manager decide to hire potential candidates, they must conduct job analysis study in determine whether hiring can solve the workload issues. Examine any **FOUR (4)** ways in collecting job analysis information.
(20 marks)
(Total: 40 marks)

QUESTION 2

An interview is a conversation where questions are asked and answers are given. In common parlance, the word interview refers to a one-on-one conversation with one person acting in the role of the interviewer and the other in the role of the interviewee. Interviews usually involve a transfer of information from interviewee to interviewer, which is usually the primary purpose of the interview, although information transfers can happen in both directions simultaneously.

Elaborate **FIVE (5)** mistakes that an interviewer might make that will undermine an interview session.

(15 marks)

QUESTION 3

Newstar Berhad is a manufacturer of automobile components for Toyota Malaysia. The company has been established since 1995 and most of the employees are aged between 25 to 60 years old. The top management of the Newstar Berhad decided in year 2023 that they will change into a new computerised management system whereby it will enhance the organisation's productivity up to 25%.

Discuss the strategies that Newstar Berhad should take in implementing the new computerised management system using Lewin's Change Management Model.

(15 marks)

Continued...

QUESTION 4

An appraisal interview is an exchange between a manager and an employee that is designed to evaluate the employee and create a career development plan. The appraisal interview can lead to several challenges, including a lack of input from the employee, improper preparation from both parties and improper expectations of what can be accomplished.

Discuss **FIVE (5)** potential errors that managers often make in evaluating their subordinate's performances.

(15 marks)

QUESTION 5

Ethics refers to the principles of conduct governing an individual or a group. Ethical decisions also involve morals which are society's accepted standards of behaviour. The law is not the best guide on ethics because something may be legal but not right, and something may be right but not legal.

- (a). List out **FIVE (5)** guidelines in managing ethical behaviour at workplace.
- (b). Discuss **FIVE (5)** steps that you can implement in ensuring discipline is maintained in an organisation.

(5 marks)

(10 marks)

(Total: 15 marks)

End of Paper